

4-9
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
How much authority do you have to carry out the following personnel management responsibilities?		
Writing or changing job descriptions (i.e., classifying jobs)		
all I need	4271	51%
some. but not enough	2675	32%
none	1446	17%
totals	8392	100%
Recruiting and selecting employees		
all I need	4442	52%
some. but not enough	3212	38%
none	870	10%
totals	8524	100%
Changing the organizational structure of my work unit		
all I need	3296	39%
some. but not enough	2772	33%
none	2340	28%
totals	8408	100%
Assigning work to subordinates		
all I need	7652	86%
some. but not enough	1107	12%
none	127	1%
totals	8886	100%
Evaluating work performance		
all I need	7637	86%
some. but not enough	1049	12%
none	175	2%
totals	8861	100%
Giving monetary and honorary performance awards		
all I need	4403	50%
some. but not enough	3333	38%
none	998	11%
totals	8734	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

Question	Supervisor Results	
	Count	Percent
Firing people		
all I need	2409	32%
some. but not enough	2434	32%
none	2728	36%
totals	7571	100%
Approving leave requests/controlling employee absences		
all I need	7678	87%
some. but not enough	954	11%
none	221	2%
totals	8853	100%
Taking disciplinary action		
all I need	5026	60%
some. but not enough	2654	32%
none	720	9%
totals	8400	100%
Taking action to improve substandard performance		
all I need	5278	62%
some. but not enough	2814	33%
none	464	5%
totals	8556	100%
Getting employees the training they need		
all I need	4468	51%
some. but not enough	3657	42%
none	668	8%
totals	8793	100%
Changing work processes or methods		
all I need	5003	57%
some. but not enough	3062	35%
none	638	7%
totals	8703	100%
Composite - Satisfaction with Amount of Authority		
all I need	61563	60%
some. but not enough	29723	29%
none	11395	11%
totals	102681	100%

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

MACOM	Supervisor Results	
	Count	Percent
AMC		58%
FORSCOM		63%
MEDCOM		58%
TRADOC		60%
USACE		60%
USAREUR		60%
OTHER		59%
TOTAL ARMY		60%